

MARYLAND DEPARTMENT OF GENERAL SERVICES

2016 Annual Report



Changing Maryland for the Better



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MISSION

It is the mission of DGS to be the accessible, accountable support agency delivering expertise, essential services and facilities operations and management to the State in order to enhance the quality of work/life environments for our stakeholders and the citizens of Maryland.

VISION

To be the premier partner to our sister agencies, delivering support, expertise and essential services as needed to facilitate their missions on behalf of the citizens of Maryland.

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MESSAGE FROM THE GOVERNOR

My administration is committed to changing Maryland for the better, and I'm glad to say that we've made great progress in the last two years. We're reforming and streamlining the way we procure goods and services. We're fostering a climate that encourages economic development and jobs. Companies large and small have gotten the message that Maryland is open for business.

When people think of the Department of General Services, what often comes to mind first is the agency's responsibility as the steward of state facilities across Maryland. It is so much more. It is a dynamic department whose mission includes architectural and engineering services, real estate and lease management, procurement of goods and services for sister agencies and providing security at state buildings. You'll learn more about its varied and important responsibilities in the 2016 Annual Report.

General Services shares my goal of expanding the pool of local, small, minority, women and veteran-owned businesses competing for state contracts. As a major procurement agency, it is responsible for millions of dollars in contracts. It has become more transparent and proactive in reaching out to the small business community and providing valuable information about contracting opportunities. As such, General Services is making a strong contribution to advancing economic growth in our great state.

The Department is helping to advance other key policies of my administration, and you will read about how they are doing this in the 2016 Annual Report. I'm sure you will appreciate the work General Services is doing on behalf of Maryland's citizens.

Thank you,



Larry Hogan



Larry Hogan, Governor

MESSAGE FROM THE SECRETARY

It isn't business as usual at General Services. We've embraced the "Customer Service Promise" of more courteous and responsive service. We're transforming our work culture, emphasizing cross-division communications, collaboration and cooperation, transparency and trust.

In all, we continue to make great progress advancing Governor Hogan's priorities for "Changing Maryland for the Better" through our efforts to be better stewards of the state's built environment. One of the Governor's priorities is **government reform**. We continue to be forward thinking by identifying more efficient and effective ways to get work done better, smarter and faster to ensure that we are getting the best value for every tax dollar we spend.



When Governor Hogan announced in February this year that he had signed an executive order establishing a Commission to Modernize State Procurement, on which I served, he noted a lack of competition resulting in too many single-bid contracts. We've made real progress in reversing this trend. First, the Office Procurement and Logistics and the Office of Business Programs were merged, making it easier to take advantage of synergistic responsibilities and programs. They have streamlined the procurement process and have become more proactive in reaching out to the small business community. This includes conducting industry and project-specific business information sessions where contracting opportunities are discussed. This initiative is advancing another Administration priority - **economic development and jobs**.

Finally, we continually strive to **improve the quality of life** for all Marylanders. Maryland Capitol Police officers have been trained in drug overdose administration. Additionally, they have strengthened security at state facilities with the acquisition of their first four-legged, bomb-sniffing police officer, "K-9 Champ."

I encourage you to read more about these and other 2016 accomplishments on the following pages.

Thank you,

A handwritten signature in blue ink that reads "Ellington E. Churchill, Jr.".

Ellington E. Churchill, Jr.

Facilities Planning, Design & Construction

Streamlining Architecture & Engineering Procurement

General Services is doing its part to **reform government** by working with advocates during the 2015 and 2016 legislative sessions on a bill to simplify the process for managing construction change orders. A "change order" is a written order signed by a state procurement officer that directs a contractor to make changes in the scope of work, the dollar amount and/or the time embodied in the contract. Upon passage of the bill, General Services reviewed its internal processes to streamline the paperwork associated with a change order. Divisions collaborated to eliminate redundant forms and make paper processes electronic. These **government reforms** have significantly decreased processing times. Previously, a \$50,000 or less change order took six weeks to process; the new process has reduced this to two weeks. (Change orders over \$50,000 must be approved by the Board of Public Works.) General Services chaired a workgroup of representatives from the construction industry to work through remaining issues in this process. Paying contractors faster for completed work should increase the number of contractors interested in bidding on contracts and decrease construction prices through greater competition.

Streamlining Public School Design Review

General Services provides technical reviews for the design of state-funded K-12 public school projects. The more quickly these reviews are completed, the faster the construction opportunities are available for Maryland businesses, and the more reliable the process is for K-12 schools in timing their projects. General Services recognized the need to expedite the reviews as part of **government reform**. Working as a team, various divisions of General Services combined procurements to reduce the design review timeline by two weeks.



Job Order Contracting

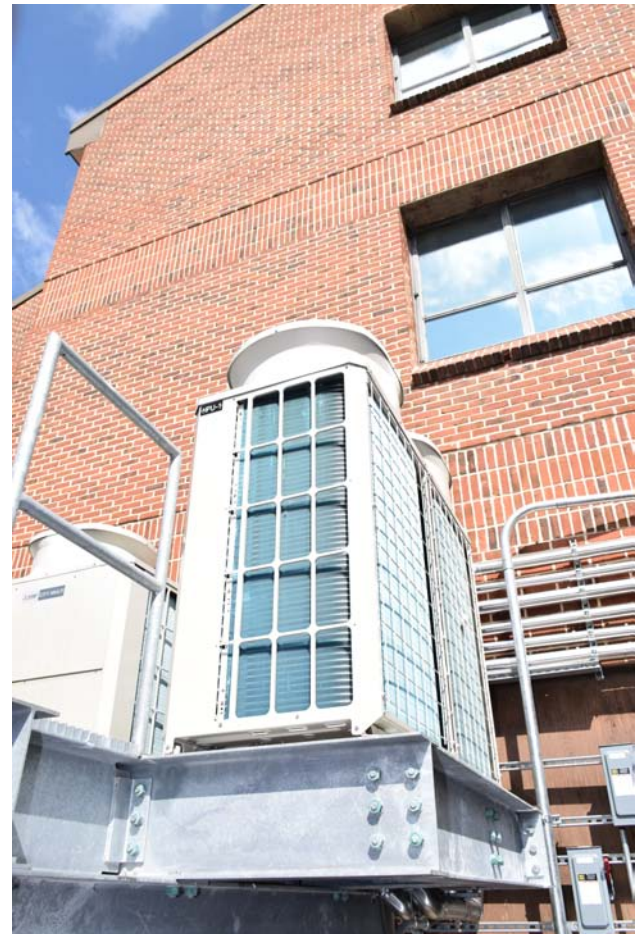
General Services is piloting a Job Order Contracting (JOC) program to evaluate the potential savings in procurement time and cost. The agency utilized the National Joint Powers Alliance, a nationally-leveraged procurement cooperative, to sample a JOC contract. Five construction projects under \$100,000 have been procured as part of this pilot; four of the five were bid at prices lower than the government estimate. General Services will begin construction soon and will use this experience to determine if this process should be implemented as part of **government reform** for construction contracts.



Lauren Buckler, Assistant Secretary of Facilities Planning, Design & Construction, chairs a meeting of the Change Order workgroup.



Building K is located in Pikesville.



A state-of-the-art heating and cooling system will set a new benchmark for low energy use.

Maryland State Police - Building K

Renovation of Maryland State Police - Building K, which will house the State Police Licensing Division, established a new benchmark for energy efficiency in state-operated facilities. With the exception of the basement, the building is entirely heated and cooled by a system that gives occupants the ability to maintain individual zone control for every area, thus providing greater energy efficiency. It is the first time this technology, known as variable refrigerant volume, is being used on a large scale. The building is also one of the first state facilities to use LED lighting almost exclusively. Both of these innovative and ***fiscally responsible*** features will make it possible for the building to set a new benchmark for low energy use in a state facility.

The Enoch Pratt Library is one of Baltimore's iconic structures. Constructed in the 1930s, it is a fine example of neo-classical design and is well known for both its architectural beauty and its elaborate original decorative interior finishes. It has had two additions in the last 30 years but has never undergone a comprehensive renovation/restoration.

General Services is managing renovations to the 300,000 square foot, four-story library, which include significant upgrades to all building systems. With a construction budget of \$86.5 million, the General Services design team moved forward in 2015 to develop drawings. Gilbane Construction was selected to provide construction management services for the duration of the project. It should be noted that the 30% Minority Business Enterprise participation goal was exceeded, representing significant ***economic development and jobs*** for small businesses.

The unique character of the library will be maintained. Original interior and exterior materials are being cleaned, restored and preserved. Renovations will incorporate current trends in library services and technology for enhanced customer use in an environment that will accommodate a diverse public. Construction work began in June 2016 and will be completed in May 2019. The library will remain open during the interior-wide renovations.

"It's exciting to be part of a project that preserves history while giving it an overdue 21st century facelift," said Lauren Buckler, Assistant Secretary of Facilities Planning, Design & Construction, whose office is overseeing the project. "It will improve the quality of life for visitors and the City of Baltimore alike."

(from left to right) Chris Elnicki, DGS Project Manager; Dr. Carla Hayden (former director of the Library), Lauren Buckler, Assistant Secretary, Facilities Planning, Design & Construction; and Tom Davis, Doug Karmasek and Clarence Felder of DGS conduct a symbolic groundbreaking at the library.





PRATT FREE LIBRARY

HARRIET TUBMAN VISITORS CENTER

Harriet Tubman was an abolitionist, a humanitarian, and an armed scout and spy for the United States Army during the American Civil War. Born into slavery on Maryland's Eastern Shore around 1822 and harshly treated by her various masters, Tubman escaped in 1849 and returned at least thirteen times to lead enslaved families and friends to freedom using a network of antislavery activists and safe houses known as the Underground Railroad. Recreating her remarkable life as a "conductor" on the Underground Railroad is nearing completion. Started in

spring 2014 and overseen by General Services, construction of the Harriet Tubman Underground Railroad State Park Visitors Center on the Eastern Shore is finished. The facility is LEED Silver and features solar-powered exterior lights, rainwater harvesting and other "green" features.

The contemporary design forms evoke traditional southern Maryland agricultural architecture re-worked and re-envisioned for the 21st century. The site design emphasizes a strong connection to the land and features native plant species. It also includes a memorial garden, picnic pavilion and

"Born into slavery on Maryland's Eastern Shore around 1822 and harshly treated by her various masters, Harriet Tubman escaped in 1849 and returned at least thirteen times to lead enslaved families and friends to freedom using a network of antislavery activists and safe houses known as the Underground Railroad."

walking paths, not only enhancing visitors' experiences but also improving the **quality of life** in Dorchester County. Located south of Cambridge and adjacent to the Blackwater National Wildlife Refuge, the visitor center will serve as a welcome and orientation point along the Harriet Tubman Underground Railroad Byway and within the Harriet Tubman Underground Railroad National Monument.

This summer, General Services successfully bid the exhibit artwork contract for the visitors center. Budgeted at \$2.2 million, the work was procured \$250,000 under budget.

In addition, the team developed a plan to create, fabricate and install a variety of media that tells Harriet Tubman's inspiring story. The media includes, among other attractions, two and three-dimensional exhibits and an interpretive video, "The Life and Legacy of Harriet Tubman," that complements the exhibits by providing an overview about the history of the Underground Railroad and Tubman's connections to it. Ideally, the work on the art exhibit and media components will be completed by March 10, 2017, which coincides with the anniversary of Tubman's death in 1913.



A ribbon-cutting ceremony in February for the new roof at Charlotte Hall Veterans Home.

A Multi-year Commitment to Charlotte Hall Veterans Home

The Department of General Services supports its sister agencies in fulfilling their missions on behalf of Maryland's citizens. Whether it is the construction of a new facility, renovations to historic buildings, HVAC equipment repairs and replacements or electrical upgrades, DGS ensures that state buildings are functioning properly and safely. The Charlotte Hall Veterans Home is one example of the variety of projects DGS undertakes to improve the quality of life for Maryland's citizens. Charlotte Hall Veterans Home is unique in that it is the only long-term care and assisted living facility in Maryland specifically for veterans and their eligible spouses. Operated by the state's Department of Veterans Affairs, it has been proudly "serving those who served" since 1985. The home is situated on 126 historic acres in St. Mary's County and offers a continuum of care from the 168-bed assisted living program to the 286-bed skilled nursing program. General Services has been involved in projects at the Veterans home for more than 30 years.

In late February, a ribbon-cutting ceremony was held for a new roof at the home. The replacement of the thirty-one year old metal roof and gutters and downspouts cost just under \$1 million. Other projects completed over the years include construction of the veterans home and a 126-bed residential wing, removing and replacing an underground fuel tank, installing a 20-ton rooftop heat pump, replacing the nurse call system, making dining room renovations, and more. "DGS is proud to be the steward of projects that have contributed to the **quality of life** for the veterans who live at Charlotte Hall," said Secretary Ellington Churchill. Charlotte Hall has a long and distinguished history. It was established in 1774, when Maryland was still a British colony. It was intended to provide for the "liberal and pious education of youth to better fit them for the discharge of their duties for the British Empire." It later became Charlotte Hall Military Academy. "It's fitting, given its history of distinguished alumni who served our nation, that Charlotte Hall now serves men and women who dedicated themselves to protecting our freedom and way of life," Secretary Churchill said.



*The park at
Charlotte Hall
Veterans Home
displays plenty
of American
spirit.*

GREEN ROOF

CATONSVILLE DISTRICT COURT

ECO-BIORETENTION

REFORESTATION





The rendering for Maryland's newest district court was shared with interested citizens at a community meeting hosted in late August by Delegate Charles E. Sydnor III, who represents the district. Baltimore County law requires that the new Catonsville District Court remain in the Catonsville postal zip code. Located in the Rolling Crossroads Professional Park, the 130,000 square foot court house will be state of the art, with advanced security features and LEED Silver certification. In moving from the more than 25-year old existing court house at Wilkins and Walker avenues, the new court house will have eight court rooms, four more than the older building. In addition, there will be two smaller hearing rooms suitable for civil cases, as well as a 425-vehicle parking structure. The project was designed by a joint venture team of Bushey Feight Morin Architects, Inc. of Hagerstown and RicciGreene Associates of New York City. Bushey Feight Morin has a long-standing reputation in Maryland of providing capital project design on time and within budget. Ricci Greene brings their internationally-recognized design flair. The estimated project construction cost is \$60.3 million: \$50.3 million for the new court house and \$10 million for the parking structure. "The contemporary design reflects Maryland's national leadership in environmental sustainability and LEED design," said Barry Miller, senior project manager. "It will be the state's first court house with a 'green roof,' eco-bioretenction and reforestation."

100 COMMUNITY PLACE

Tucked in a bucolic setting of woodlands and wildlife, 100 Community Place in Crownsville, a state-owned building, enjoyed the benefit of a makeover this year in preparation for new tenants. The renovations, made by General Services, made it possible to consolidate a number of state offices to a centralized location.

From the new roof to the hot water heater in the basement to modern workplace amenities, the four-story office building was refurbished to meet the requirements of the 21st century workplace. Security was enhanced for the safety of employees and visitors. Motion-sensor lights were installed in every office to reduce energy costs. The building was made WiFi accessible, including plug-in stations installed in the newly-modernized cafeteria. There is even a scrub room for lab work performed by the Maryland Historical Trust.

The open and airy lobby features an eye-catching copper wire sculpture suspended from the domed center of the ceiling. The free-hand sculpture was created by Baltimore City artist, Herman Williams, III in collaboration with General Services Project Manager Steve Billings, who assisted with the design. It features the state bird and flower: Baltimore Oriole and Black-eyed Susan.

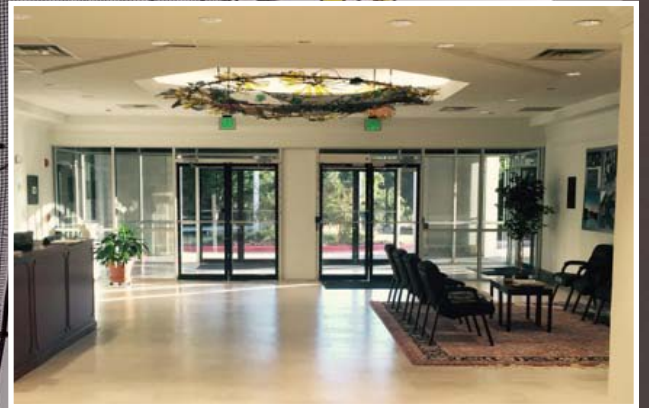
A large conference room on this floor was fashioned so it can be partitioned into six smaller conference rooms, each with its own entrance and audio visual capability. The office spaces are equally open and airy and are laid out in a modern workplace design that encourages communication and collaboration among related state offices in the building.

(right top): 100 Community Place entrance, before.

(right middle): 100 Community Place entrance, after.

(right bottom): Reception area of one of the relocated state agencies.





Facilities Operations & Maintenance

The four divisions of Facilities Operations & Maintenance (FOM) are responsible for

- 60 buildings (28 in Annapolis, 12 in the Baltimore area, 20 multi-service centers statewide), representing 6.3 million square feet, and
- 40 acres of parking

Facilities Operations & Maintenance is made up of a diverse workforce of hard-working employees. The combination of skilled office staff and well-trained trades people makes it possible for the division to be responsive to varied customer needs. Employees continually strive to **improve the quality of the work environment** and the surrounding grounds at state buildings, while exercising **fiscal responsibility**.

The Baltimore Complex continued to reduce energy consumption this year and find more efficient ways to operate and manage the four-building complex:

- Retrofitted the parking garage with cost-saving, highly energy-efficient and long-lived LED lighting (including motion sensors on 50% of the lighting), reducing energy usage and costs.
- Decommissioned unused and obsolete equipment and installed LED lighting in building interiors and photo cells on exterior lighting.
- Operating the main power plant more efficiently by substituting ice vault technology for mechanical cooling created energy savings and lower costs.
- Participating in a "peak shaving" program to curtail as much electrical load as possible during peak consumption hours, when energy prices are higher. This process includes switching to emergency generator power, using ice vault technology, cycling HVAC systems and modifying temperature set points, and reducing building loads and non-critical lighting systems.

The multi-service centers also took steps to install more energy-efficient equipment and reduce energy costs:

- Replaced existing lighting with LEDs.
 - Exterior lighting at the multi-service centers in Salisbury, Denton and Centreville
 - Interior lighting at the Elkton and Belair multi-service centers
- Installed a stand-alone split HVAC system for the 24-hour commissioners' office at the Hyattsville Multi-Service Center;
- Retrofitted interior bulb and ballast at the Louis L. Goldstein District Court/Multi-Service Center in Prince Frederick;
- Replaced boilers and the sprinkler system at the multi service center in St. Mary's County.

The Carter M. Hickman District Court/Multi-Service Center in Centreville was recognized as the nation's "Top Courthouse" by the EPA in the 2015 National Building Competition. The team curbed wasteful energy usage by cutting back system run times when courts are not in session, installing energy efficient LED lights and engaging tenants to turn off lights and computers when not in use.



Carter M. Hickman District Court & Multi-Service Center in Centreville.



(left-to-right) Maintenance Supervisor Alan Gwynn, Regional Manager Michael Cain and Maintenance Mechanic Chris Dolina at the Louis L. Goldstein District Court and Multi-Service Center.

The Louis L. Goldstein District Court/Multi-Service Center in Prince Frederick earned 2016 ENERGY STAR certification in recognition of the facility's superior energy efficiency. The team implemented a number of energy efficiency measures to ensure the building reached peak performance, including: installing LED lights, new boilers, a hot water heater, and occupancy sensors in restrooms. ENERGY STAR certification indicates that a facility performs in the top 25% of all similar buildings nationwide. ENERGY STAR certified buildings benefit from better energy efficiency and lower utility bills.

At the Annapolis Complex, the House Office Building and Miller and Calvert garages were retrofitted with LEDs to reduce energy use and save money. In addition, improvements in waste management and recycling collection were made by single-streaming recyclables with trash collection. This change reduced the number of collection points, tasks and frequencies. The collection process is already fully functioning and working well at the multi-service centers and the Inner Harbor Complex, with statewide implementation of this program in the works.

At the six-building Inner Harbor Complex in Baltimore, the focus was on improving the **quality of the work environment** and the safety of employees and visitors:

- Upgraded the building fire alarm audio amplifier and repaired the gravel wall on the front of the Nancy S. Grasmick State Education Building.
- Inspected and repaired transformers throughout the William Donald Schaefer building; replaced hoist cables on two of the elevators; installed a bike rack in the parking garage; and repaired the front sidewalk.
- Improved Saratoga State Center, the Hilton Heights Community Center, Jessup State Center and the Public Defender building. Improvements ranged from equipment repairs and replacements to safety upgrades.



(above and below) Annapolis groundskeepers keep the Annapolis Complex looking beautiful year round.



WINTER STORM



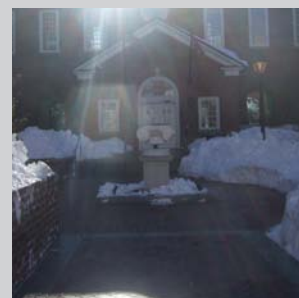
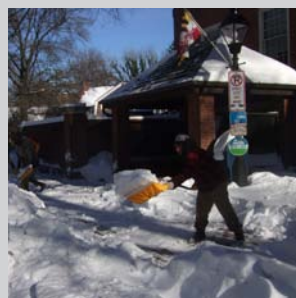
Despite the many challenges, General Services cleared the mountains of snow in record time, so state employees could return to work.

WINTER STORM JONAH

With all of General Services focused on the pending arrival of Winter Storm Jonah at the start of the year, planning and preparations immediately got underway. Employees were put on alert; leave was cancelled and working shifts were assigned. While the historic snowfall roared through Maryland over a 48-hour period on January 22 and 23, over 85 employees worked tirelessly in the treacherous weather to keep walkways, parking lots and other areas around state facilities cleared of the accumulating snow.

Governor Hogan declared a state of emergency, and General Services was required to have someone at the State Emergency Operations Center on a 24/7 basis. As the lead agency for resource support, General Services assisted other state agencies and local jurisdictions with their requests for snow-related resources, including dump trucks and front-end loaders.

The sustained response by General Services to the massive snow storm made for challenging and demanding work. Some employees camped out at their work locations all weekend so they could quickly mobilize. Other emergency personnel were performing essential business tasks, including contacting emergency supply vendors and keeping track of invoices and other costs associated with the blizzard.



Office of Procurement & Logistics

Procurement Training & Standardization

General Services is a member of the Commission to Modernize State Procurement. As the Commission makes progress with **government reform**, the agency is aligning its internal procurement processes to complement those being made by the Commission.

General Services is also participating in the Commission's three procurement reform work groups, one of which is the workforce work group, which is focused on certification and training for procurement officers. The Office of Procurement & Logistics developed a program for eligible procurement officers to gain national certification by May 2017.

Knowledge-sharing sessions are conducted on a monthly basis for the benefit of training internal staff. They serve as a forum where specific procurement-related topics and lessons learned are discussed.

The Commission's efficiencies work group focuses on standardizing procurement processes in state government. Procurement & Logistics developed a "SOP Bootcamp," a forum to create and document all internal procurement procedures. These procedures facilitate efficiencies and enhance training for existing and new procurement staff.

Procurement & Logistics has increased its participation in both the National Association of State Procurement Officials and the National Institute of Governmental Purchasing. Both organizations provide invaluable resources for training procurement professionals, as well as access to standardized procedures and best practices. Membership in these organizations also facilitates networking opportunities with other procurement professionals nationwide.



Pennsylvania DGS Secretary Curt Topper (center) and his team of state procurement officials met with Secretary Churchill (right of Secretary Topper) and Office of Minority Affairs Special Secretary Jimmy Rhee (left of Secretary Topper) to discuss how Maryland ensures Minority Business Enterprise (MBE) participation on state contracts.



Procurement officers participate in a training class.

Office of Business Programs

Responding to Governor Hogan's priority of **economic development and jobs**, the Office of Business Programs implemented a new initiative in 2016 to make small, local, minority, woman and veteran-owned businesses aware of contracting opportunities with the department. Titled *Business Opportunities Information Sessions*, these unprecedented meetings are either project or industry-specific. Businesses receive timely and actionable information from project managers overseeing the work. In addition, they receive valuable information on a variety of topics aimed at helping their businesses grow and succeed. These topics include small business financing options, capacity building and how to bid successfully on DGS contracts.



Barry Miller, Senior Project Manager, Facilities Planning, Design & Construction, discusses contract opportunities with small businesses interested in the construction of the new Easton Readiness Center.

The first business opportunities information session, conducted in January, was "DGS Roofing Contracting Opportunities." Fourteen more information sessions were conducted in 2016, some at project locations.

Over 350 business representatives participated:

- 171 Minority Business Enterprises
- 156 certified in the Small Business Reserve program
- 27 certified veteran-owned small businesses

The Office undertook a **government reform** initiative to assess staff members' skill sets and to determine the extent of their knowledge regarding the Minority Business Enterprise (MBE) compliance process. As a result of this assessment, a tool was developed that compiles data so the team can more effectively oversee the MBE compliance process.

The state's financial management system was used to identify projects with an MBE component. Based on feedback from the team, criteria were adjusted, enabling them to more readily identify projects and blanket purchase orders with MBE participation expiring this year. A database was created to maintain the information. For contracts that expired in FY16, 208 blanket purchase orders with a total of 450 MBE participants were identified as needing compliance reviews.

Highlights of the Newly-Implemented MBE Compliance Database Tool

- Sorts from high to low the dollar amount owed to each MBE, or that is not documented as being paid to each MBE.
- Maintains a running balance on the amount that is owed, as well as the percentage that has been paid to each MBE.
- Assigns each blanket purchase order to a MBE compliance reviewer.

Maximizing MBE Participation on General Services Contracts

MBE goals are placed on General Services contracts through the Procurement Review Group process. When the Office of Business Programs identifies inconsistencies in overseeing these contracts, steps are taken to monitor more effectively and hold accountable the prime contractor for achieving the MBE goals assigned to each contract.

Using the recently-started Enoch Pratt Library renovation project as an example, proactive steps were taken to ensure that MBE goals would be met by Gilbane Construction, the prime contractor. Indeed, the MBE goal of 32% was exceeded and stands at 35%. A Business Programs staff member is assigned as an MBE liaison and attends the weekly on-site Gilbane Construction team meeting to get a status report on the MBEs that have been contracted to work on this project as subcontractors. This report is reviewed by the Business Programs director to confirm compliance with this important participation goal.



General Services hosted a Russian delegation of procurement professionals interested in how eMaryland Marketplace works. Deputy Secretary Nelson Reichart (center) holds the thank you letter – in Russian and English – from the delegation.

Office of Energy Performance & Conservation

The General Services Office of Energy Performance & Conservation is adhering to Governor Hogan's priorities of **fiscal responsibility, economic development and jobs, and improving the quality of life** to change Maryland for the better by

- saving money,
- protecting the environment,
- supporting sister agencies and
- providing transparency and accountability.

Energy Planning

Working with the Maryland Energy Administration, the Office of Energy Performance & Conservation implemented Governor Hogan's mandated agency energy planning initiative, which emphasizes **fiscal responsibility** by identifying energy-use reduction opportunities. An agency energy plan is a detailed report that describes the institution's energy program, with methods and strategies to achieve a 10% energy reduction goal by FY2020. The Office assisted 51 state agencies in completing energy plans that include detailed building inventories and analyses of energy usage to highlight energy-savings opportunities. To date, 24 energy plans have been completed.

Energy Performance Contracting

The Office has forged collaborative relationships with sister agencies to ensure that they are supported and well-positioned to take steps to reduce energy use and lower utility costs. As a result of this initiative, agencies are identifying potential Energy Performance Contracts (EPCs) and other efficiency measures to achieve savings.

An EPC is an innovative financing technique that uses cost savings from reduced energy consumption to repay the cost of installing energy conservation measures. Through the EPC program, the Office provides project management and technical expertise to develop and manage large-scale energy efficiency projects that save the state millions in reduced utility costs.



Deputy Secretary Leigh Williams talks to Prince George's County municipal officials about the state's energy purchasing program and the savings participating local governments can realize through economies of scale.

The Energy Office manages 27 energy performance contracts that will save an estimated \$24.8 million annually and approximately \$322.8 million throughout the life of the contracts. Additionally, the contracts will collectively reduce the state's environmental impact by preventing 103,000 tons of greenhouse gas emissions annually - the equivalent of taking nearly 22,000 vehicles off the road for one year. This will create a healthier environment and **improve the quality of life** for all Marylanders.

Four EPC projects are in various stages - from development to construction - for facilities at the Department of Health and Mental Hygiene and Department of Juvenile Services. The projects include lighting improvements, water conservation, and building envelope and HVAC system upgrades and controls.

- DHMH's Finan Center Hospital, currently under development, is expected to achieve total savings of more than \$5 million over a 15-year term.
- DHMH's Clifton T. Perkins Hospital is expected to reduce energy usage by 26% and save more than \$4.75 million over a 15-year term.

- DHMH's Springfield Hospital Center is expected to reduce energy usage by 25% and save more than \$9.5 million over a 15-year term.
- Six Department of Juvenile Services facilities are expected to reduce energy usage by 28% annually and achieve total savings of more than \$10.6 million over a 15-year term.

The Small EPC Program was established as an economic development tool for small businesses. This incubator supports and guides small businesses through a program previously reserved for large and established vendors while also fostering small-scale savings opportunities. Together with the Department of Natural Resources, General Services started construction on a pilot project at Sandy Point State Park in Anne Arundel County. The project will include installation of solar photovoltaic (PV), a solar thermal system, efficient LED lights, hand dryers and low-flow shower heads. It is expected to achieve a 40% reduction in energy use annually and total savings of more than \$1,500 a year.

Electricity Purchasing Program

The General Services Electricity Purchasing Program ensures **fiscal responsibility** by harnessing the purchasing power of the state to reduce the cost of its electricity use. Through the program, the agency secures and manages contracts for wholesale and retail electricity that ensure the most beneficial rates for the state. Maryland is the only state to bring together executive-branch agencies for purchasing power in this way.

- The program saved Maryland over \$4.4 million in FY2015 through competitive fixed-rate contracts and by purchasing wholesale electricity at reduced prices.

Expanded in 2016, the program allows counties, municipalities, school systems and non-profit organizations to participate. By partnering with General Services, new customers can benefit from the state's favorable volume-based electricity supplier rates and realize immediate savings. The agency is increasing the number of accounts in the program to take further advantage of economies of scale.

State Energy Database

DGS tracks the energy cost and consumption for all state facilities through the State Energy Database - the most robust and comprehensive resource of its kind in the country. The database includes over \$1.4 million utility invoices for electricity, natural gas, water, sewer, steam, chilled water and fuel oil accounts from 2008 to the present. It is an essential tool for state agencies to monitor their energy usage and develop actionable plans to reduce spending. Over 170 database users representing 44 state agencies actively accessed the database in 2016 to carry out their missions.

Maryland is a leader in transparency and accountability in energy data. Our public-facing database portal provides Maryland citizens with access to building-level energy usage and cost statistics for all state facilities. In 2016, there were over 700 visits to the online database at <http://dgs.maryland.gov/Pages/Energy/Database/Energy-Public-Database.aspx>.



Sale of Renewable Energy Credits

An example of **fiscal responsibility** was the liquidation this year of all 2013 legacy credits, which netted approximately \$1.6 million in special funds. The state maintains a portfolio of renewable energy credits, which have a monetary value and a finite shelf life (renewable energy credits can also lose value by a specified date). These credits are a tradable commodity that can be bought and sold at current exchange rates.

CAPITAL GRANTS PROGRAM

The three-member Board of Public Works – the Governor, Comptroller and Treasurer -- delegated to state departments and agencies the oversight function for legislative initiatives that authorize capital funding to the following entities:

- non-profits
- local governments
- private colleges
- hospitals
- detention centers

This year, the Legislature approved 220 grants totaling \$81 million. General Services oversees grants approved for non-profits and local governments. Based on the standard seven-year term for grants, Cathy Ensor and her Capital Grants team of two are currently overseeing 1312 grants totaling \$609,138,000. They are as varied as the communities they serve. Representative examples:

- Allegany County Animal Shelter Adoption & Care Center
- Benedict Volunteer Fire Department
- Boys & Girls Club, Hagerstown
- High Performance Computing Data Center - Johns Hopkins University
- Kennedy Krieger Institute - Autism Center
- The Maryland Theater
- Maryland Food Bank
- Maryland Zoo infrastructure
- Men & Families Center and many, many more.

All of these projects contribute to the **quality of life** in the communities they serve.

It takes a tremendous amount of work and attention to detail to administer and monitor the General Services grant program. At the end of each legislative session, Cathy and her team receive a consolidated bill from the General Assembly that lists all of the approved projects. Grantees go through an application process and a review of their related

project contracts to confirm that they are eligible to receive their grants. The team sets up a database that is used to create legal documents, correspondence, application packages, mailings and reports, and to monitor match certification and term deadlines, Board of Public Works actions, encumbrances and fund balances.

The Capital Grants team works diligently to determine that grantees are qualified, that they provide documentation confirming their match requirement, if applicable, and that they sign the grant agreement. In many cases, grantees need guidance to resolve any issues related to their grant, e.g., insufficient documentation of matching funds or changes to the boiler plate grant agreement. After issues have been resolved, all of the required paperwork goes to the Board of Public Works staff for final review and confirmation that every 'i' has been dotted and 't' has been crossed.

"The BPW has the final say on whether a grant will be approved or denied," Cathy explained. "Everything is in order when we put a grant on the agenda."

The grant team's work is not finished upon BPW approval. Grantees are required to submit to them all contracts that they want applied to their matching funds and state grant. The team reviews these contracts to ensure that the scope of work is within the stated purpose, and they closely monitor all accounts.

"It's rewarding to be able to advance projects that contribute to the quality of life in communities across Maryland," Cathy said. "We take pleasure and pride in seeing a project finished."



left-to-right) The Capital Grants Team: Tawana Saunders, Cathy Ensor and Kimberly Langkam.



Secretary Churchill (third from left) and members of his staff visited the Boys & Girls Club in Hagerstown, which received a capital grant.



Secretary Churchill and Cathy Ensor examine the original rigging at the Maryland Theater in Hagerstown.



1,312 GRANTS... \$609,138,000.00

Inventory Standards & Support Services Division

The Inventory Standards & Support Services Division determines and manages property dispositions (excluding vehicles) for all state agencies. In 2016, the division was restructured to include the Maryland State Agency for Surplus Property. The agency is responsible for the disposition of excess and surplus property and manages the online auction process for disposing state property, the statewide vehicle disposition program and the federal surplus property program. As a result of this **government reform** initiative, duplication of services within the two programs was eliminated and processes were streamlined.

Other achievements representing both **fiscal responsibility** and **government reform** include the following:

- Trained 139 property officers and alternates, with a goal of training every property officer and alternate at all state agencies.
- Established a statewide property officer focus group to gain feedback from sister agencies and to discuss best practices.
- Processed 3,143 Excess Property Declarations during fiscal year 2016 containing 78,701 items with an original acquisition cost of \$77 million. Examples include desks, chairs, helicopters, computers, cell phones, snow plows, lawn mowers, cameras and bus parts.
- Conducted five inventory compliance audits. To insure compliance with the procedures outlined in the General Services Inventory Control Manual, the division is required to conduct audits at state agencies.
- Conducted statewide fuel management training for 97 fleet and fuel managers. Providing training to users of the fuel management program reduces the number of questions and keeps agencies informed of fuel management policies and procedures.



Jim Bertocchio reviews the property officers' training presentation.

- Dispensed over 11 million gallons of consigned fuel and over 13.8 million gallons of bulk fuel from the statewide fuel management system. Consigned fuel is fuel that is managed and dispensed through the automated fuel management and dispensing system and is paid for by the users as it is dispensed. Bulk fuel is managed by each individual site and is paid for in bulk when the fuel is delivered.
- Implemented a statewide electronics recycling program to provide end-of-life electronic waste disposal and recycling for sister agencies for electronic equipment such as monitors, computers, faxes and copiers, and peripheral and other miscellaneous equipment. The program insures that electronics are disposed of in an environmentally-sound manner.



Records Management team (left-to-right) Karin Lott, Director Michael Swygert, Gabe Lopez, James Friend and Haresh (Harry) Pancholi.

Records Management

The Records Management division develops policies and procedures to manage efficiently the records of all state agencies. It also establishes records retention and disposal schedules for the state and for county and municipal governments.

Fiscal responsibility:

- Accepted 161,984 cubic feet of state, county and local records, freeing up high-cost space within state, county and local government offices.
- Recycled 17,652 cubic feet (258 tons) of records eligible for disposal in accordance with established records retention schedules.

Government reform:

- Provided guidance on 104 state, county and local government retention and disposal schedules.

- Incorporated electronic scanning and retention language where feasible.
- Encouraged state, county and local agencies to maintain records in an electronic-only format.
- Started updating records retention schedule and inventory forms to better capture information needed to make informed records retention decisions, provide more user-friendly formats and enhance transparency regarding why and how government agencies use records.
- Started creating model retention schedules for commonly-used state records. The goal of this effort is to provide guidelines to state agencies for retaining common records and streamlining revisions and reviews of retention schedules.

Office Of Real Estate

The Office of Real Estate is responsible for the acquisition, disposition and appraisal of property; lease management and procurement in commercial buildings; and space management in state office buildings.

Lease Portfolio Analysis

The commercial leased portfolio has approximately 282 leases comprising 4.8 million net useable square feet (NUSF) with an annual rent of \$88 million. With a focus on **fiscal responsibility**, an evaluation was conducted of leases greater than 5,000 NUSF, which consisted of 139 locations representing almost 3.6 million square feet. The analysis identified total occupancy costs for each location; an average NUSF per employee at each location; and the total occupancy cost per employee at each site.

Based on the analysis' performance metrics, the state's overall strategy to reduce costs will focus on space utilization rather than lease terms. The resulting data from the analysis was used to identify opportunities for state agencies to achieve an estimated \$2 million in potential savings for commercial leased office space. Three leased locations comprising 324,000 square feet of office space have been identified as near-term opportunities for savings based on current space utilization, a pending lease expiration date or the ability to back-fill vacant workstations. The potential annual savings will be targeted based on lease expiration dates.

Emergency Management

General Services is a lead agency in the event of a natural disaster or state emergency. As such, the agency provides essential support services, including contracts for debris management, and salt and snow removal. The Office of Emergency Management represents the agency with the Maryland Emergency Management Agency and the Governor's Office of Homeland Security. It manages the agency's Continuity of Operations Plan, which ensures that the agency continues to provide essential services in the event of an emergency.



General Services Director Margaret Fisher and representatives from MEMA conduct a table top exercise for essential personnel.



Secretary Churchill, members of his senior staff and other essential personnel participated in the exercise.

Maryland Capitol Police

The Department of General Services Maryland Capitol Police (MCP) is the primary protective service for state employees and visitors at state government facilities in Baltimore and Annapolis. It performs two functions: enforcing Maryland criminal law and providing 24-hour law enforcement and security services to the Annapolis and Baltimore state office complexes. In Annapolis, this includes some of the state's most critical infrastructure – the State House, the Senate and House office buildings and the Legislative Services building.

MCP provides these services with 61 sworn law enforcement officers, 78 security officers and 12 police communications officers. Overall command of detachments and calls for service are coordinated through police communication command centers in Baltimore and Annapolis.

Highlights from 2016

- Annapolis Detachment implemented the mid-shift on October 1, 2015 as well as obtained consensus from all stakeholders in realigning the closing time of all state buildings to 6:00pm. These **fiscally responsible** actions have dramatically reduced overtime expenditures and also have allowed for the reallocation of personnel to better serve visitors and state employees during peak business hours. These steps made it possible for the Maryland Capitol Police to have greater visibility on a daily basis, with additional police mobile units and bicycle units patrolling the complex.
- MCP completed the 2016 legislative session without contracting private security companies, saving the department \$22,000.
- Continued to conduct active shooter training for state employees. This training has been on-going since 2013 and is conducted at state facilities across Maryland. As of October 2016, MCP had given training at 65 locations to over 2,200 state employees.
- Began offering Rape Aggression Defense (RAD) classes in June 2016 that will run through May 2017. The monthly, two-day (weekend) course is free of charge to women who work for the state. The class is taught from a law enforcement perspective and is designed to give participants valuable tools to help them achieve greater personal safety and **quality of life**.
- Implemented its first K-9 Program. In June 2016, K-9 "Champ," a two-year old male English Labrador retriever and his handler, Officer Charles Berkowich, graduated from a training academy for explosives detection in North Carolina. The team patrols state buildings in MCP's Annapolis and Baltimore jurisdictions.
- Began working with the Department of Health and Mental Hygiene and Towson University in May 2016 to have officers trained and certified to administer Narcan, an opiate antidote. Officers began attending "Train the Trainer" classes in July. Once certified, MCP plans to train and certify all MCP officers in Narcan, enabling them to **improve the quality of life** of Marylanders in a response situation.
- Started training state employees on Run.Hide.Fight - Surviving an Active Shooter. MCP trained over 2,200 state employees at 64 state facilities across Maryland, thereby **improving the quality of life** for these staff in a response situation.
- As part of **government reform**, a Visitor Management System was initiated to replace handwritten visitor logs at state buildings. Installed at 13 buildings, the system records the name, driver's license, date/time of entry and destination of each visitor. (Other facilities are still operating on independent databases.)
- As of October 2016, MCP had logged over 149,700 visitors at six networked buildings.

Welcome to State Service..



CHAMP!



Champ joined the Maryland Capitol Police in June 2016.

There's a lot of interest when he makes the rounds of state buildings in Annapolis and Baltimore. The reason is quite clear – Champ is an energetic, two-year old male English Labrador Retriever.

He and his handler, Officer Charles Berkowich, graduated from a K-9 training academy in North Carolina. Champ was trained to locate and detect the presence of explosives consistent with those used in domestic terrorism activities. He was selected for the job because of his proven ability to focus on his work amidst distractions. He was also chosen for his indefatigable enthusiasm for the job.

Champ and Officer Berkowich conduct scans as a precautionary measure on their regular building patrols. Champ's honed skills and professionalism have already made him a vital addition to the Maryland Capitol Police.

In the past, the Maryland Capitol Police has relied on local police agencies when a suspicious package or a threat was reported. Although they will continue these partnerships, the addition of their own K-9 team will make it possible to be more proactive in their mission to provide a safe environment for visitors, employees and government leaders at state facilities.

"Ensuring the safety and security of employees and visitors at state buildings is a quality of life matter," said Maryland Capitol Police Chief Mike Wilson. "Champ will serve the citizens of Maryland for years to come."

Faces of DGS (Doing Generous Service)

Employees demonstrated their strong spirit of volunteerism and giving throughout the month of "Day to Serve" and during the 2016 Maryland Charity Campaign.







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